LOS ANGELES FIRE DEPARTMENT

RALPH M. TERRAZAS
FIRE CHIEF

February 28, 2022

BOARD OF FIRE COMMISSIONERS
FILE NO.   22-021

TO: Board of Fire Commissioners

FROM: Ralph M. Terrazas, Fire Chief

SUBJECT: LOS ANGELES FIRE DEPARTMENT ORGANIZATION AND TRAINING ASSESSMENT

FINAL ACTION:	_____ Approved	_____ Approved w/Corrections	_____ Withdrawn
	_____ Denied	_____ Received & Filed	_____ Other

SUMMARY

As directed by the Board of Fire Commissioners (BOFC), the Los Angeles Fire City Department (LAFD) is providing a report back update on the Organizational and Training Assessment.

This update provides an overview of the Organizational and Training Assessment, which includes the LAFD Organization and Training Assessment Implementation Roadmap.

RECOMMENDATION

That the Board:
Receive and File.

DISCUSSION

In accordance with the BOFC's request relative to the status of the Organization and Training Assessment, Deloitte Consulting LLP has successfully completed the LAFD's Organization and Training Assessment on February 17, 2022.

Overview

As part of a continuous journey to create a more effective and equitable Department, the LAFD has partnered with Deloitte Consulting LLP, to conduct an objective Organization and Training Assessment. The Assessment seeks to:

1. Strengthen the LAFD's organizational structure to meet the needs of today.
2. Prepare LAFD's organizational structure to meet the needs of tomorrow.
3. Build upon progress and focus action-oriented recommendations to continue the momentum.

Deloitte consulting has completed the Assessment, and has established a timeline implementation roadmap building process as follows:

- October 2021 – Developed the Current State Assessment Report
- November 12, 2021 – Presented Current State Assessment to Stakeholders
- December 1, 2021 – Conducted Stakeholder Workshop
- December 10, 2021 – Built Implementation Roadmap
- February 17, 2022 – Presented Implementation Roadmap and Recommendations to Stakeholders

The Assessment has collected quantitative and qualitative data in the form of interviews, focus groups, and an all employee confidential survey. The study has benchmarked the LAFD compared against two other fire departments of a similar size and/or with similar risk profiles and industry best practices.

The Implementation Roadmap has mapped and prioritized twenty-four recommendations into the following four initiates:

- Leadership Development
- Talent Management
- Systemic Equity & Inclusion
- Organization Process & Systems

The identified initiatives each have a detailed strategy, that includes an overall Objective, Desired Outcomes, Capabilities Required, Dependencies, and High-Level Activities, as well as a suggested roadmap timeline for implementation.

CONCLUSION
The LAFD Organization and Training Assessment Implementation Roadmap conducted by Deloitte Consulting LLP, has outlining a clear set of actions and changes required for the LAFD to be a stronger organization. As such, the LAFD is committed to the Implementation Roadmap, as it aligns with the Core Values, Vision, Mission and Operating Principles of the LAFD.

Board report prepared by Deputy Chief Stephen L. Gutierrez, Training and Support Bureau.

Attachment

Deloitte.

LAFD: Org & Training Assessment

Implementation Roadmap

January 14, 2022

Contents

Executive Summary

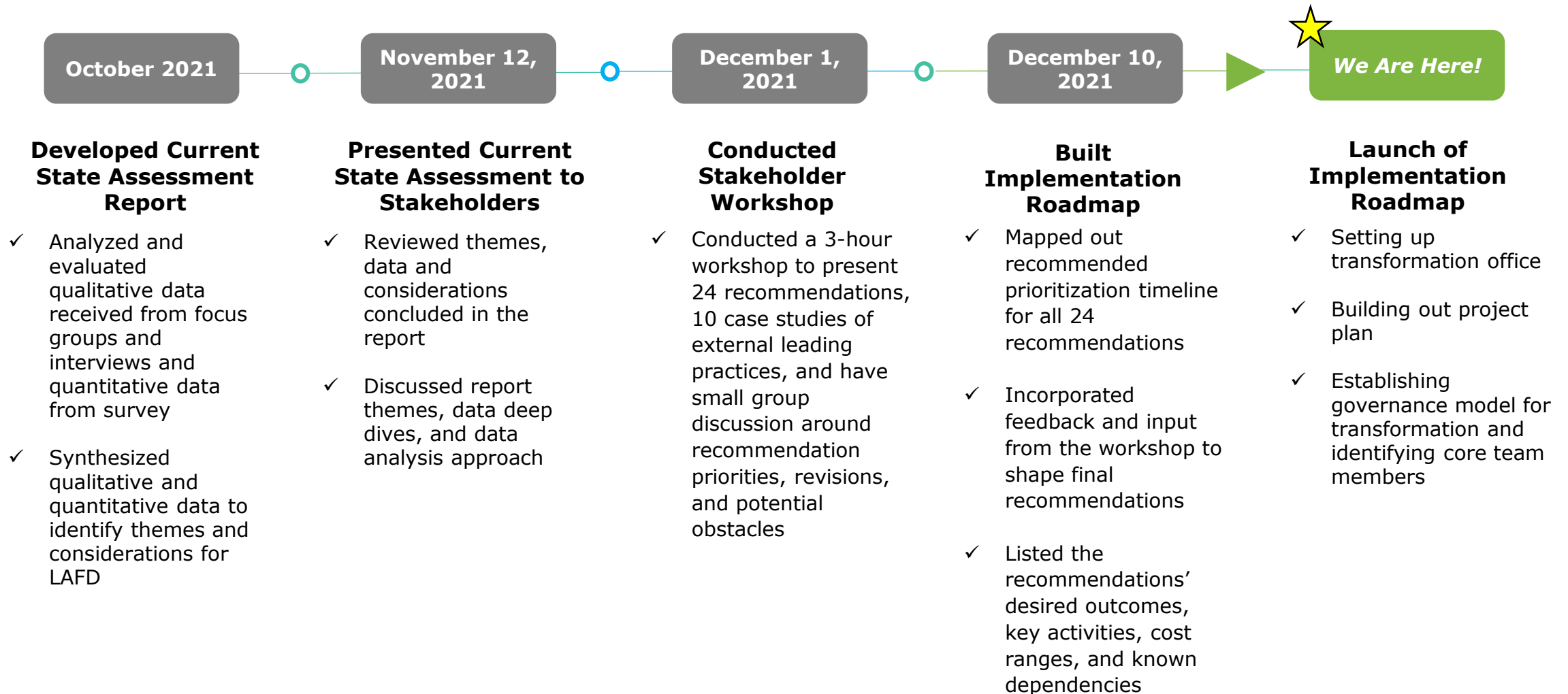The implementation roadmap for LAFD includes the following information.

1 | An outlined approach to creating the implementation roadmap

2 | A summary of 24 recommendations grouped into four applicable initiatives. The initiatives, along with their specific recommendations, include context for how LAFD can begin to recognize organizational areas of opportunity, strengths, and how to start operationalizing improvements

3 | The prioritization matrix taken directly from the interactive workshop conducted with LAFD stakeholders

4 | A high-level map of recommendations and individual initiatives mapped out in greater detail across a 24-month period

5 | A breakdown of each recommendations' estimated investment, desired outcomes, capabilities required, dependencies and high-level activities associated with each

6 | An appendix consisting of 10 case studies related to the four initiatives. These case studies took the place of a benchmark analysis among other fire departments as other, more applicable leading practices were gleaned from other external industries and organizations

Approach to Roadmap Overview

Below is a timeline of the implementation roadmap building process which occurred from November through December 2021.

October 2021	November 12, 2021	December 1, 2021	December 10, 2021	*We Are Here!*

Developed Current State Assessment Report

✓ Analyzed and evaluated qualitative data received from focus groups and interviews and quantitative data from survey

✓ Synthesized qualitative and quantitative data to identify themes and considerations for LAFD

Presented Current State Assessment to Stakeholders

✓ Reviewed themes, data and considerations concluded in the report

✓ Discussed report themes, data deep dives, and data analysis approach

Conducted Stakeholder Workshop

✓ Conducted a 3-hour workshop to present 24 recommendations, 10 case studies of external leading practices, and have small group discussion around recommendation priorities, revisions, and potential obstacles

Built Implementation Roadmap

✓ Mapped out recommended prioritization timeline for all 24 recommendations

✓ Incorporated feedback and input from the workshop to shape final recommendations

✓ Listed the recommendations' desired outcomes, key activities, cost ranges, and known dependencies

Launch of Implementation Roadmap

✓ Setting up transformation office

✓ Building out project plan

✓ Establishing governance model for transformation and identifying core team members

Recommendations Summary

Leadership Development

1. **Revise leadership competency model:** Revisit competency model for leadership to emphasize soft skills such as inclusive behavior, how to manage conflict, and how to foster positive team dynamics
2. **Civilian Leadership Development programs:** Through partnering with city of LA, design leadership development programs for civilian population
3. **Expand 1:1 mentorship and job shadow opportunities:** Institute post-probationary mentorship program for leader-to-leader development and member-to-member development
4. **Launch cohort-based continuous learning model**: Design a cohort-based continuous learning post academy and probationary period
5. **Design and launch program for emerging leaders:** Leverage external leadership programs / content to launch new curriculum for emerging leaders that is targeted at building leadership capabilities in earlier career
6. **Diversify delivery methods that offer asynchronous learning opportunities:** Evaluate delivery of curriculum with a goal to enhance learning by utilizing various methods (e.g., webinars, classroom, interactive online courses)
7. **Establish new guidelines around leadership development:** Create protocols around utilization of Leadership Academy and making it a mandatory step for promotions
8. **Launch communication plan for Leadership Development Programs:** Create and execute communication plan for promotion of leadership academy to LAFD sworn members

Talent Management

1. **Define a clear process for performance management utilizing 360-degree feedback:** Design a new performance management process that is data driven, consistent in measurement, and meaningfully differentiates performance between employees at LAFD
2. **Improve career management and mobility:** Create career paths and learning modules for various roles and levels that contain objective and measurable knowledge, skills, and abilities with clear differentiating behaviors at each level
3. **Evaluate administrative rotational programs:** Assess current process around sworn members rotational programs to drive more cohesion and efficiency across sworn and civilian population
4. **Create high-potential program:** Design a structured program to identify and develop employees who have potential for being future leaders of LAFD
5. **Establish succession planning:** Proactively manage talent pipeline for critical roles through establishing a succession plan that creates, modifies, and calibrates talent for critical roles and assigns readiness of each successor

Systemic Equity & Inclusion

1. **Nominate DEI change champions:** Identify a senior leader at the appropriate level of the organization to start the journey of pursuing equity
2. **Define and establish a DEI vision:** Work with leadership in defining the vision, mission, and values for equity and belonging at LAFD and socialize with stakeholders
3. **Bring in different voices:** Build mechanisms in the organization to bring vital voices to the table that drive strategic decisions towards equity, inclusion, and belonging across LAFD (example: DEI Committee)
4. **Assess current state maturity of DEI:** Gather qualitative and quantitative data to identify gaps, levers, and potential points of bias in the organization that influence LAFD's ability to achieve equity
5. **Define desired state of DEI maturity:** Design and facilitate a workshop with key stakeholders to discuss current state assessment, identify the desired level of maturity for DEI across the organization DEI pillars, and share leading practices to develop specific solutions and recommendations on how to bridge the gap
6. **Prioritize measurable short-term and long-term initiatives to achieve desired state of equity and inclusion:** Identify top strategies to support recommendations (example: Inclusive Leadership Training) that will tactically strengthen DEI at LAFD and create a more inclusive culture

Operational Processes & Systems

1. **Evaluate Operating Model:** Define capabilities and determine target market maturity of each; clarify service delivery model and accountabilities of each to increase efficiency in operating model and how work is done at LAFD to improve talent experience
2. **Centralize HR operations and establish a bureau to manage identified activities:** Centralize talent-related functions and programs to create standards and consistency within the organization
3. **Reassess accountabilities and decision rights**: Simplify and strengthen approval layers for core administrative processes to reduce bottlenecks and enable decision rights at the right level of the organization
4. **Establish engagement and communication platforms and metrics:** Create strategic communication and engagement methods, and establish a platform for analysis to improve employee morale, engagement, and consistently evaluate impact of trainings
5. **Improve workforce planning platform and processes:** Establish a system for workforce planning to address immediate staffing issues, and proactively plan for future staffing needs to avoid burn out for employees

Prioritization Matrix

Value (x-axis)

Effort to Achieve (y-axis)

Quadrant labels:
- DEPRIORITIZE
- TRANSFORMATIONS
- TABLE STAKES
- QUICK WINS

Legend:
- ● Leadership Development
- ● Talent Management
- ● Systemic Equity & Inclusion
- ● Operational Processes & Systems

Note – The implementation timeline will be dependent on budget, staffing, and dependencies on other recommendations

Deloitte.
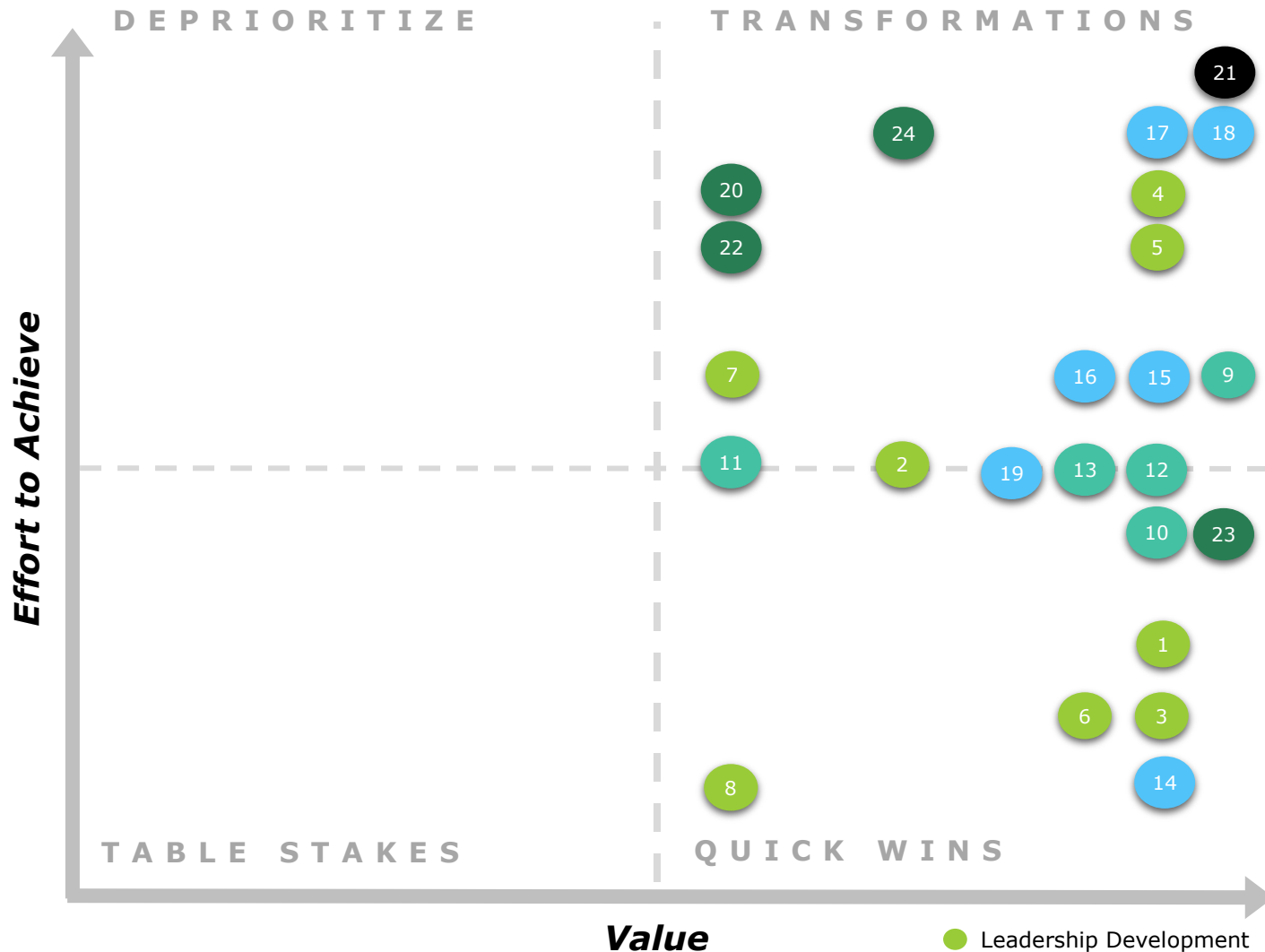
#	Item
1	Revise Leadership Competency Model
2	Civilian Leadership Development Programs
3	Expand 1:1 Mentorship and Job Shadow Opportunities
4	Launch Cohort-Based Continuous Learning Model
5	Design and Launch Program for Emerging Leaders
6	Diversify Delivery Methods that Offer Asynchronous Learning Opportunities
7	Establish New Guidelines Around Leadership Development
8	Launch Communication Plan for Leadership Development Programs
9	Define a Clear Process for Performance Management Utilizing 360-Degree Feedback
10	Improve Career Management and Mobility
11	Evaluate Administrative Rotational Programs
12	Create High-Potential Program
13	Establish Succession Planning
14	Nominate DEI Champion(s) and Change Agents for Support
15	Define and Establish DEI Vision
16	Bring in Different Voices
17	Assess Current State Maturity of DEI
18	Define Desired State of Maturity of DEI
19	Prioritize Measurable Short-Term and Long-Term Initiatives for Equity & Inclusion
20	Evaluate Operating Model
21	Centralize HR Operations and Establish a Bureau to Manage Identified Activities
22	Reassess Accountabilities and Decision Rights
23	Establish Engagement and Communication Platform and Metrics
24	Improve Workforce Planning Platform and Processes

Mapping Recommendations to Initiatives

In order to simplify messaging, address dependencies and focus efforts we recommend grouping 24 recommendations into the following timeline and approach.

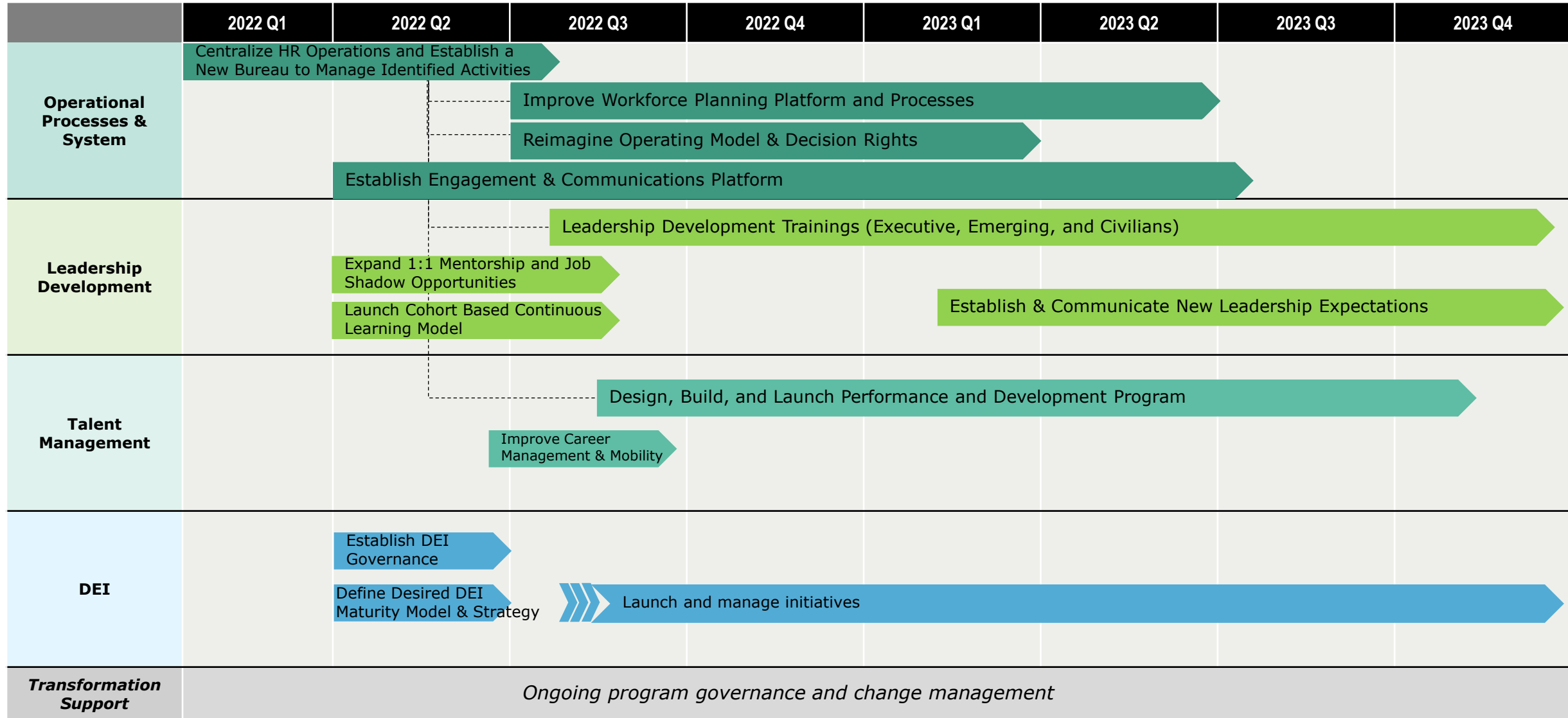| Leadership Development	Talent Management	Systemic Equity & Inclusion	Organization Processes & Systems
1. **Leadership Development Trainings** ○ Design and Launch Program for Emerging Leaders ○ Civilian Leadership Development Programs ○ Revise Leadership Competency Model 2. **Expand 1:1 Mentorship and Job Shadow Opportunities** 3. **Launch Cohort Based Continuous Learning Model** 4. **Establish & Communicate New Leadership Expectations** ○ Diversify Delivery Methods that Offer Asynchronous Learning Opportunities ○ Establish New Guidelines ○ Launch Communication Plan	1. **Design, Build, and Launch Performance and Development Program** ○ Define a Clear Process for Performance Management Utilizing 360-Degree Feedback ○ Define High Potential Program ○ Launch Succession Planning Program 2. **Improve Career Management & Mobility** ○ Evaluate Administrative Rotational Programs	1. **Establish DEI Governance** ○ Nominate DEI Champion(s) and Change Agents for Support ○ Bring in Different Voices ○ Define and Establish a DEI Vision 2. **Define DEI Strategy and Objectives** ○ Prioritize Measurable Short- and Long-Term Initiatives to Achieve Desired State of Equity & Inclusion ○ Assess Current State Maturity of DEI ○ Define Desired State Maturity of DEI	1. **Centralize HR Operations and Establish a New Bureau to Manage Identified Activities** 2. **Improve Workforce Planning Platform and Processes** 3. **Reimagine Operating Model & Decision Rights** ○ Evaluate Operation Model ○ Reassess Accountabilities and Decision Rights 1. **Establish Engagement and Communications Platform**

Initiatives

Initiative Timeline

In order to simplify messaging, address dependencies and focus efforts we recommend grouping 24 recommendations into the following timeline* and approach.
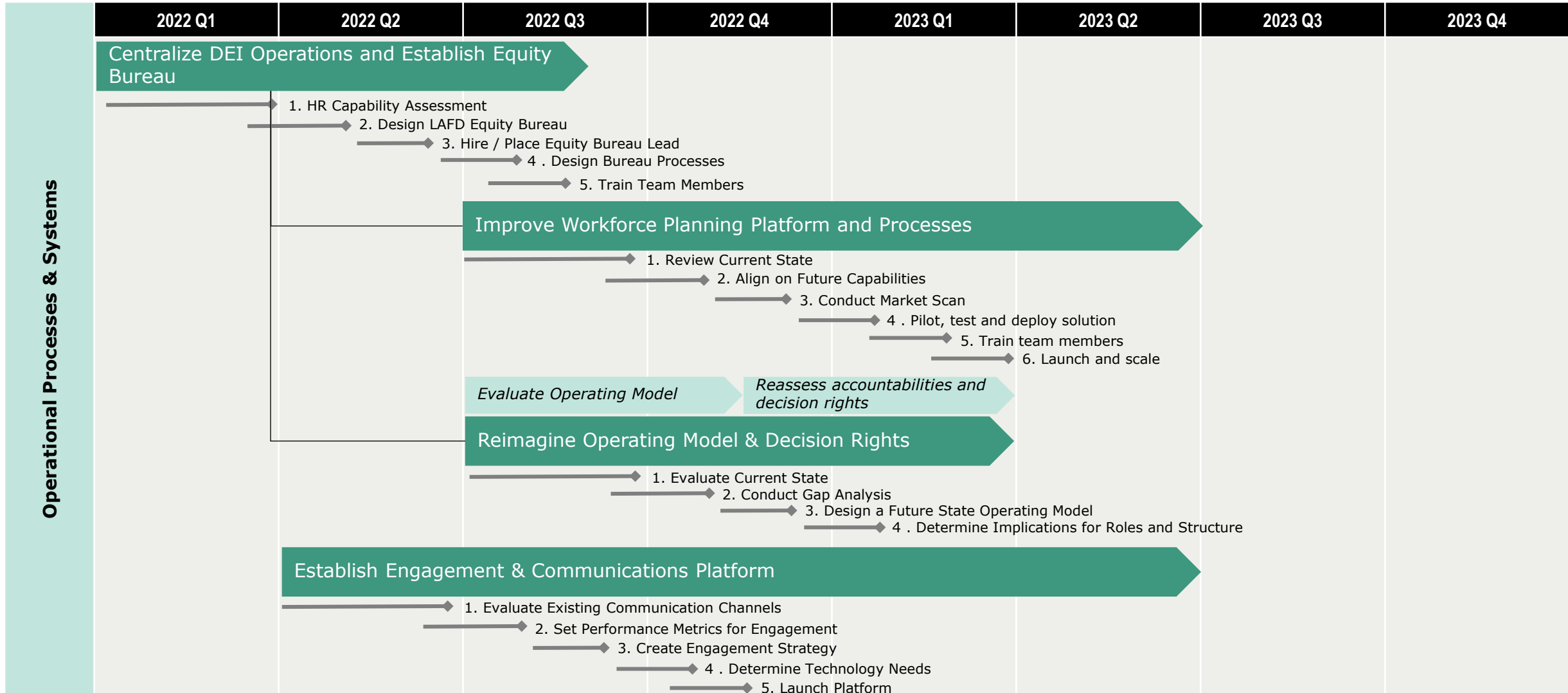
	2022 Q1	2022 Q2	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4

Operational Processes & System
- Centralize HR Operations and Establish a New Bureau to Manage Identified Activities (2022 Q1 – 2022 Q2)
- Improve Workforce Planning Platform and Processes (2022 Q3 – 2023 Q2)
- Reimagine Operating Model & Decision Rights (2022 Q3 – 2023 Q1)
- Establish Engagement & Communications Platform (2022 Q2 – 2023 Q3)

Leadership Development
- Leadership Development Trainings (Executive, Emerging, and Civilians) (2022 Q3 – 2023 Q4)
- Expand 1:1 Mentorship and Job Shadow Opportunities (2022 Q2 – 2022 Q3)
- Launch Cohort Based Continuous Learning Model (2022 Q2 – 2022 Q3)
- Establish & Communicate New Leadership Expectations (2023 Q2 – 2023 Q4)

Talent Management
- Design, Build, and Launch Performance and Development Program (2022 Q3 – 2023 Q3)
- Improve Career Management & Mobility (2022 Q2 – 2022 Q3)

DEI
- Establish DEI Governance (2022 Q2)
- Define Desired DEI Maturity Model & Strategy (2022 Q2)
- Launch and manage initiatives (2022 Q3 – 2023 Q4)

Transformation Support
- *Ongoing program governance and change management*

***Note** that this is a 24-month timeline to address some of the more transformational initiatives*

Operational Processes & Systems

Operational Processes & Systems

The following initiatives have dependencies on each other, which will be important to coordinate and manage throughout the year

	2022 Q1	2022 Q2	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4

Operational Processes & Systems

Centralize DEI Operations and Establish Equity Bureau
1. HR Capability Assessment
2. Design LAFD Equity Bureau
3. Hire / Place Equity Bureau Lead
4 . Design Bureau Processes
5. Train Team Members

Improve Workforce Planning Platform and Processes
1. Review Current State
2. Align on Future Capabilities
3. Conduct Market Scan
4 . Pilot, test and deploy solution
5. Train team members
6. Launch and scale

Evaluate Operating Model   *Reassess accountabilities and decision rights*

Reimagine Operating Model & Decision Rights
1. Evaluate Current State
2. Conduct Gap Analysis
3. Design a Future State Operating Model
4 . Determine Implications for Roles and Structure

Establish Engagement & Communications Platform
1. Evaluate Existing Communication Channels
2. Set Performance Metrics for Engagement
3. Create Engagement Strategy
4 . Determine Technology Needs
5. Launch Platform

Operational Processes & Systems
Centralize DEI Operations & Establish Equity Bureau

ESTIMATED INVESTMENT

$ | Low | Medium | High
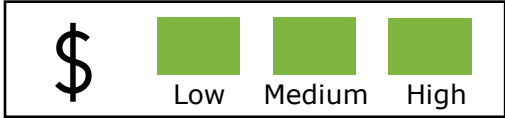
✓ DESIRED OUTCOMES

- Equity Bureau roles and requirements aligned to LAFD strategy
- More efficient decision-making process around promotion of equity

👥 CAPABILTIES REQUIRED

- Organization Design
- Human Resources
- Workforce Transition
- DEI

⚠ DEPENDENCIES

- N/A

✎ HIGH-LEVEL ACTIVITIES

1. **HR capability assessment:** Determine what HR services and capabilities can be shared with the city of LA, and which ones will be unique to LAFD within the Equity Bureau

2. **Design LAFD Equity Bureau**: Analyze future state desired capabilities and draft leadership structure and organization design for new bureau

3. **Hire / Place Head of Equity Bureau**: Draft job description for head of bureau and assess current talent pool to determine whether this role will be fulfilled by current employees or external hire

4. **Design bureau processes:** Establish and socialize future state bureau processes that leverage city of LA's policies

5. **Train team members:** Enable LAFD organization to leverage new bureau function through communication and training plan and execution

ROADMAP

	2022 Q1	2022 Q2	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4
ACTIVITIES	Centralize DEI Operations and Establish Equity Bureau							
	1. HR Capability Assessment							
		2. Design LAFD Equity Bureau						
		3. Hire / Place Equity Bureau Lead						
		4 . Design Bureau Processes						
		5. Train Team Members						
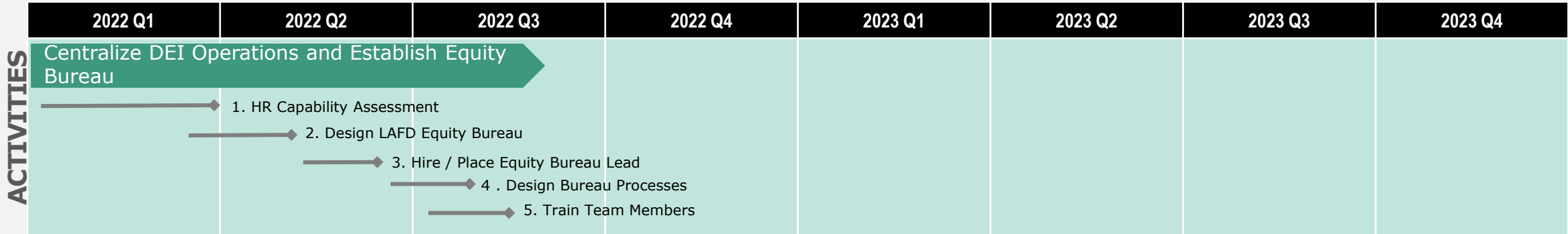
Operational Processes & Systems
Improve Workforce Planning Platform and Processes

ESTIMATED INVESTMENT

$ | Low | Medium | High
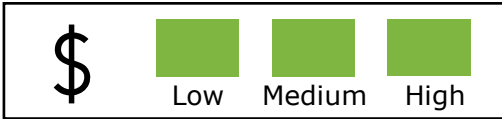
DESIRED OUTCOMES

- Increase flexibility for fire house staffing
- Improve retention and burnout

CAPABILITIES REQUIRED

- Organization Design
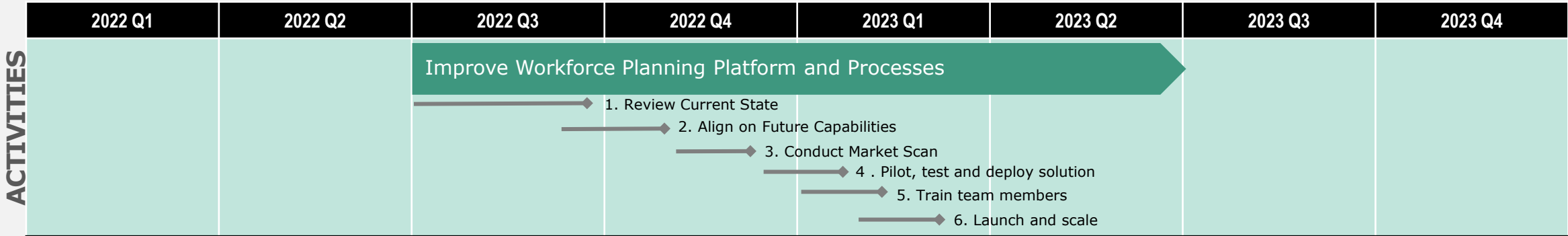- Human Resources
- Information Technology

DEPENDENCIES

- Centralizing of HR functions and operations

HIGH-LEVEL ACTIVITIES

1. **Review current state:** Understand current state of tools and technologies currently used for workforce planning, deployment, and staffing throughout LAFD

2. **Align on future capabilities:** Establish capabilities needed from a platform perspective for future of workforce planning and staffing

3. **Conduct market scan & select platform**: Analyze various options and evaluate pros and cons of different platforms and techniques used for workforce planning

4. **Pilot, test, and deploy solution:** Consider potential roadblocks, needed adjustments and improvements prior to future full-scale implementation

5. **Train team members:** Enable LAFD organization to leverage new tools and processes through training plan and execution

6. **Launch and scale:** Deploy and scale new platforms and processes using ongoing support model

ROADMAP

	2022 Q1	2022 Q2	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4
ACTIVITIES			Improve Workforce Planning Platform and Processes					

Improve Workforce Planning Platform and Processes

1. Review Current State
2. Align on Future Capabilities
3. Conduct Market Scan
4. Pilot, test and deploy solution
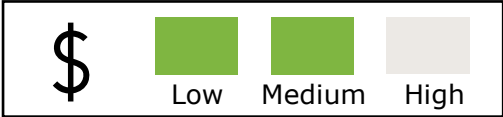5. Train team members
6. Launch and scale

Operational Processes & Systems

Reimagine Operating Model & Decision Rights

Evaluate Operating Model and Reassess Accountabilities and Decision Rights*

$ | Low | Medium | High

DESIRED OUTCOMES

- Increase autonomy across organization levels
- Simplify interactions
- Better alignment of technology to roles

CAPABILITIES REQUIRED

- Organization Design
- Human Resources

DEPENDENCIES

- Centralizing of HR functions and operations

HIGH-LEVEL ACTIVITIES

1. **Evaluate current state & desired future state capabilities:** Determine how work is currently done at LAFD and how it should be done in target state

2. **Conduct gap analysis:** Identify capabilities needed within the organization to achieve target state based on market research

3. **Design future state operating model:** Determine how LAFD capabilities will be grouped together in the future to achieve more agility and flexibility

4. **Determine implications for roles and organizational structure:** Draft future state organization options, determining interaction model and decision rights

ROADMAP

ACTIVITIES	2022 Q1	2022 Q2	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4
			Evaluate Operating Model	*Reassess accountabilities and decision rights*				
			Reimagine Operating Model & Decision Rights					
			1. Evaluate Current State					
			2. Conduct Gap Analysis					
			3. Design a Future State Operating Model					
			4 . Determine Implications for Roles and Structure					
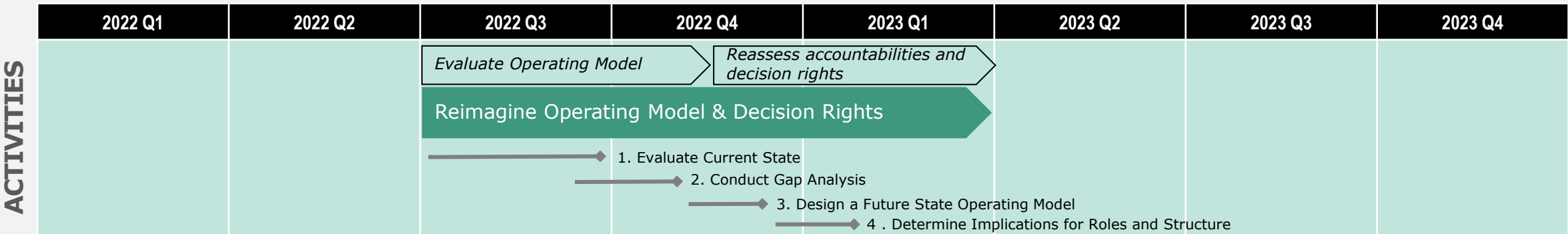
* Definitions of recommendations bucketed under this initiative can be found on page 3

Operational Processes & Systems
Establish Engagement & Communications Platform

$ | Low | Medium | High

DESIRED OUTCOMES

- Increase levels of transparency across the organization
- Increase levels of employee engagement

CAPABILITIES REQUIRED

- Information Technology
- Change Management

DEPENDENCIES

- N/A

HIGH-LEVEL ACTIVITIES

1. **Evaluate existing communication channels:** Understand current state of engagement platforms and communication channels across LAFD

2. **Set performance metrics for engagement:** Determine KPIS for success and evaluate desired level of engagement with workforce

3. **Create engagement strategy:** Using agile approach to test different channels and formats, establish the engagement methods

4. **Determine technology needs**: Identify enabling platforms to support successful use cases

5. **Launch platform:** Rollout new platform across the department with applicable enabling technologies

ROADMAP

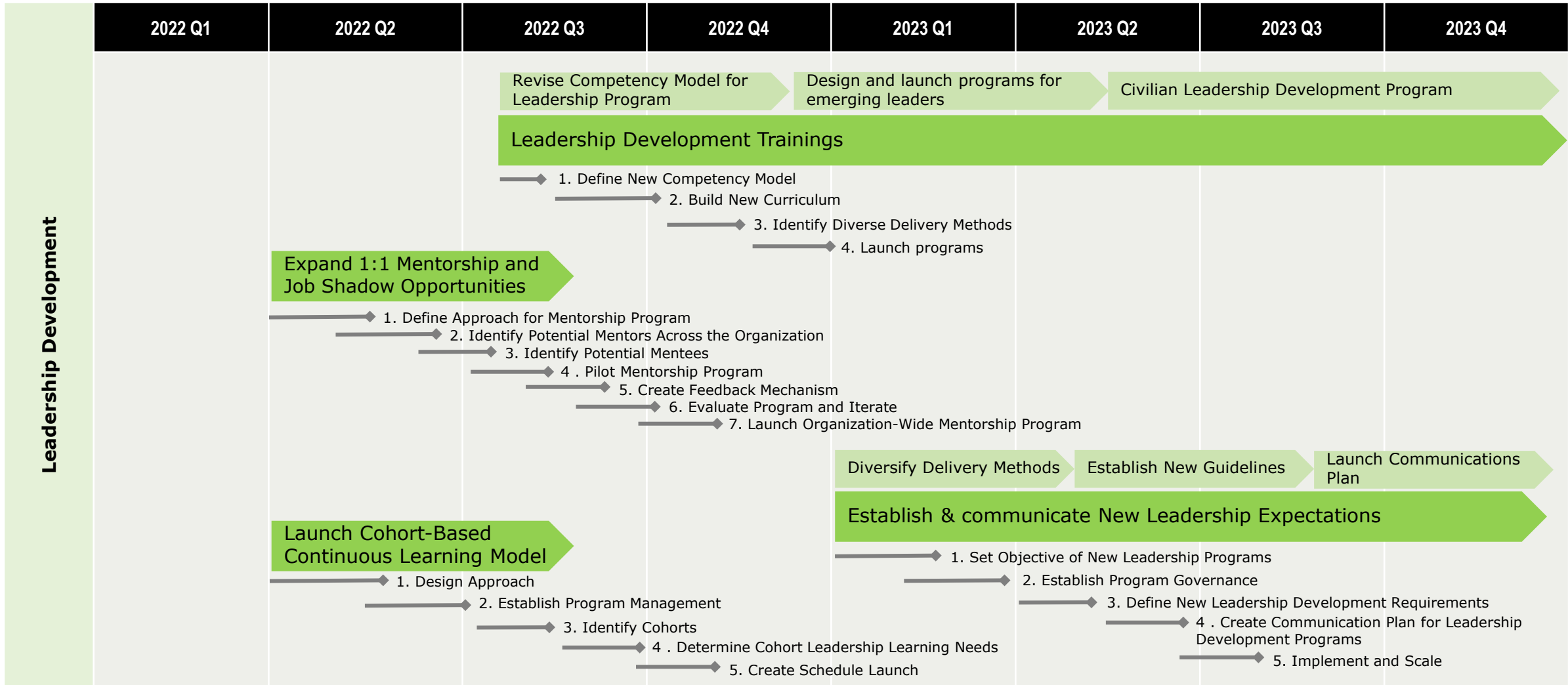|	2022 Q1	2022 Q2	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4
ACTIVITIES		Establish Engagement & Communications Platform						
		1. Evaluate Existing Communication Channels						
			2. Set Performance Metrics for Engagement					
			3. Create Engagement Strategy					
			4 . Determine Technology Needs					
			5. Launch Platform					
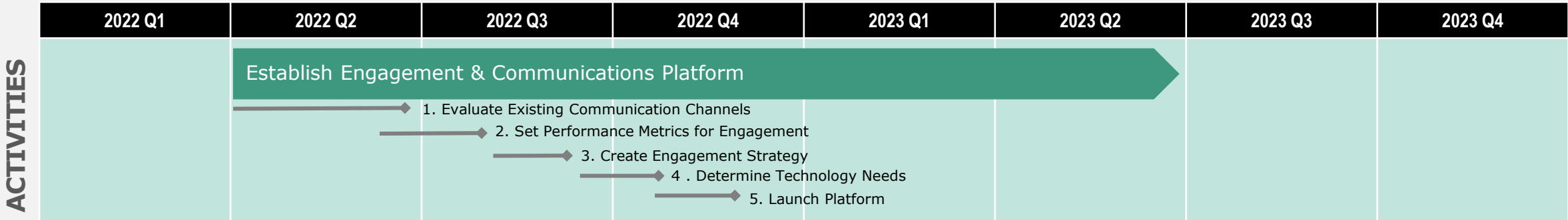
Leadership Development

Leadership Development

The following initiatives have dependencies on each other, which will be important to coordinate and manage throughout the year

	2022 Q1	2022 Q2	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4

Leadership Development

Revise Competency Model for Leadership Program

Design and launch programs for emerging leaders

Civilian Leadership Development Program

Leadership Development Trainings

1. Define New Competency Model
2. Build New Curriculum
3. Identify Diverse Delivery Methods
4. Launch programs

Expand 1:1 Mentorship and Job Shadow Opportunities

1. Define Approach for Mentorship Program
2. Identify Potential Mentors Across the Organization
3. Identify Potential Mentees
4. Pilot Mentorship Program
5. Create Feedback Mechanism
6. Evaluate Program and Iterate
7. Launch Organization-Wide Mentorship Program

Diversify Delivery Methods

Establish New Guidelines

Launch Communications Plan

Establish & communicate New Leadership Expectations

1. Set Objective of New Leadership Programs
2. Establish Program Governance
3. Define New Leadership Development Requirements
4. Create Communication Plan for Leadership Development Programs
5. Implement and Scale

Launch Cohort-Based Continuous Learning Model

1. Design Approach
2. Establish Program Management
3. Identify Cohorts
4. Determine Cohort Leadership Learning Needs
5. Create Schedule Launch

Leadership Development

Develop Leadership Development Trainings

Executive Leadership Program, Emerging Leadership Program, and Civilian Leadership Program*

$ | Low | Medium | High
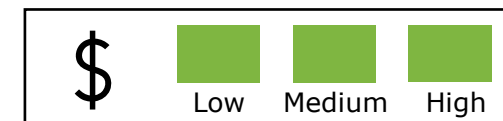
DESIRED OUTCOMES

- Decrease in path to promotion to captain level
- Increase in leadership satisfaction / trust in leaders

CAPABILITIES REQUIRED

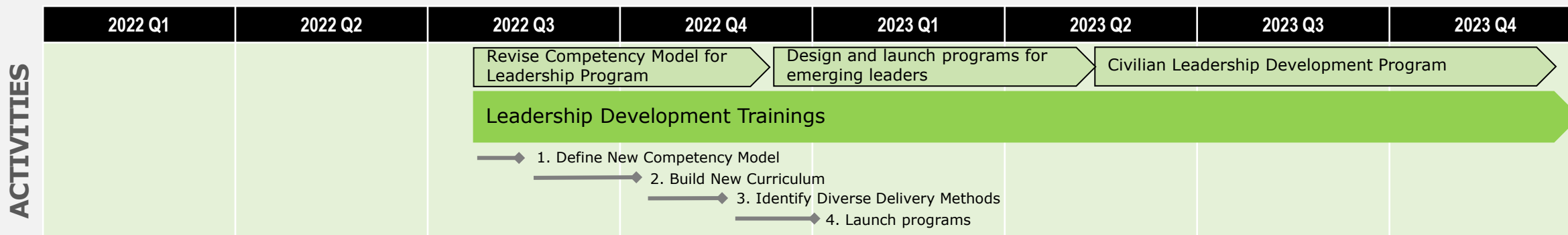- Leadership Development
- Training

DEPENDENCIES

- Centralizing of HR functions and operations

HIGH-LEVEL ACTIVITIES

1. **Define new competency model**– Review best practices in leadership development to understand gaps in desired knowledge, skills, and abilities of leaders at LAFD and create a holistic competency model for various levels *(executive, emerging, and civilians)*

2. **Build new curriculum:** Based on new competency model and existing materials, identify the courses that need to be revised, and newly designed and built for each level of leadership development

3. **Identify diverse delivery methods:** Explore a variety of delivery methods other than traditional classroom settings such as webinars, self-paced trainings, and on the job, development options

4. **Launch programs:** Create change management plan around new competency model and define approach to embed into existing leadership academy

ROADMAP

	2022 Q1	2022 Q2	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4
ACTIVITIES			Revise Competency Model for Leadership Program	Design and launch programs for emerging leaders		Civilian Leadership Development Program		
			Leadership Development Trainings					
			1. Define New Competency Model					
			2. Build New Curriculum					
			3. Identify Diverse Delivery Methods					
			4. Launch programs					

* Definitions of recommendations included under this initiative can be found on page 3

Leadership Development
Expand 1:1 Mentorship & Job Shadowing

$ | Low | Medium | High
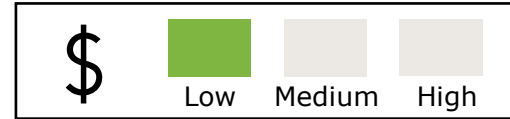
DESIRED OUTCOMES

- Increase in leadership trust in leaders
- Increase in feelings of support around career development

CAPABILITIES REQUIRED
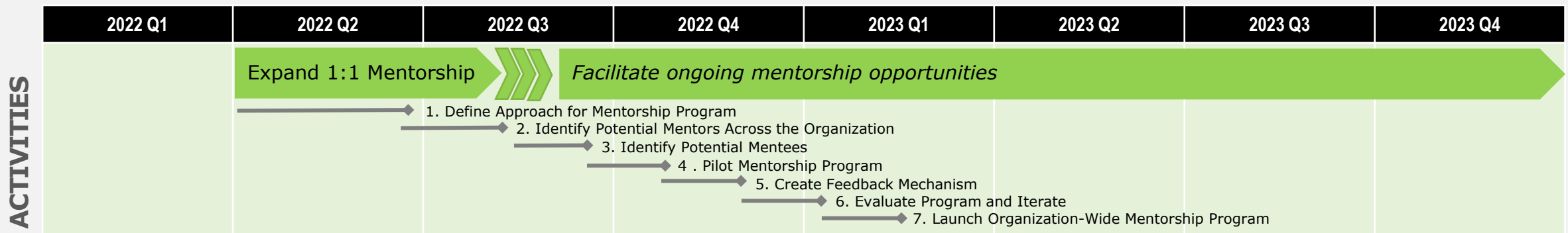
- Program Management

DEPENDENCIES

- N/A

HIGH-LEVEL ACTIVITIES

1. **Define approach for mentorship program:** Identify cadence, requirements, guidelines, materials, and approach to mentorship program

2. **Identify potential mentors across the organization:** Collaborate with leadership in defining a list of selection criteria

3. **Identify potential mentees:** Create a mixed approach of nominations and self-selection for individuals interested in having a mentor across LAFD and compile a list

4. **Pilot mentorship program:** Select and match a small group of mentors and mentees to participate in piloting of program

5. **Create feedback mechanism:** Create a mentorship program evaluation survey where both mentors and mentees can provide feedback on process

6. **Evaluate program and iterate:** Based on feedback from pilot group, adjust approach and establish long-term guidelines and cadence

7. **Launch organization-wide mentorship program:** Establish set standards and procedures for long term facilitation of mentorship program

ROADMAP

	2022 Q1	2022 Q2	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4
ACTIVITIES		Expand 1:1 Mentorship		*Facilitate ongoing mentorship opportunities*				

1. Define Approach for Mentorship Program
2. Identify Potential Mentors Across the Organization
3. Identify Potential Mentees
4. Pilot Mentorship Program
5. Create Feedback Mechanism
6. Evaluate Program and Iterate
7. Launch Organization-Wide Mentorship Program

Leadership Development
Continuous Cohort Learning Model

$	Low	Medium	High
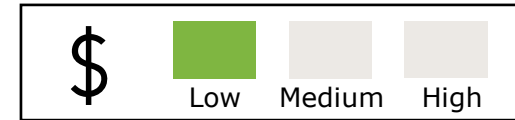
DESIRED OUTCOMES

- Faster promotion times across organization
- More career development opportunities and sentiments of support
- Organic comradery

CAPABILITIES REQUIRED

- Program Management
- Change Management & Communications
- Leadership Development

DEPENDENCIES

- Centralizing of HR functions

HIGH-LEVEL ACTIVITIES

1. **Design approach:** Define vision and strategy for cohort-learning model
2. **Establish program management:** Identify team to manage cohort learning, and build supporting materials
3. **Identify cohorts:** Establish various cohorts based on similar milestones (graduating class, promotion targets, etc.)
4. **Determine cohort leadership learning needs:** Based on identified cohorts, determine the necessary trainings, experiences, and qualifications needed to reach the next level
5. **Create schedule and launch:** Provide timeline of learning and training goals for cohorts to follow

ROADMAP

	2022 Q1	2022 Q2	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4
ACTIVITIES		Launch Cohort-Based Continuous Learning Model						

Launch Cohort-Based Continuous Learning Model
1. Design Approach
2. Establish Program Management
3. Identify Cohorts
4. Determine Cohort Leadership Learning Needs
5. Create Schedule Launch

Leadership Development

Establish & Communicate New Leadership Expectations
Diversify Delivery Methods, Establish New Guidelines, and Communication Program*
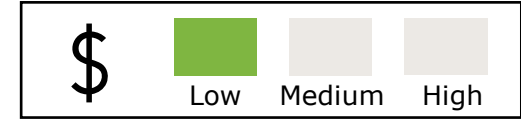
DESIRED OUTCOMES

- Increase in awareness around leadership development opportunities for LAFD members
- Standardization of good leadership behavior
- Consistency and transparency across levels

CAPABILITIES REQUIRED

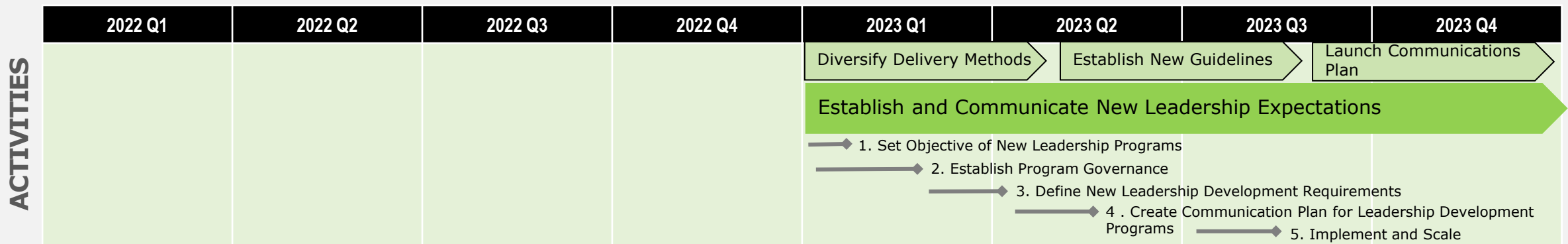- Program Management
- Change Management & Communications

DEPENDENCIES

- Centralizing of HR functions
- Cohort based learning

ESTIMATED INVESTMENT

$ | Low | Medium | High

HIGH-LEVEL ACTIVITIES

1. **Set objective of new leadership programs:** Define vision and objectives of new revised leadership development programs
2. **Establish program governance:** Identify program owner, stakeholders, and define performance metrics
3. **Define new leadership development requirements:** Identify new standards based on revised competency model across LAFD for leadership development practices and determine whether they should be a requirement for promotions
4. **Create communication plan for leadership development programs:** Identify target audience for each leadership development program (executive, emerging, and civilians), identify timing, and various methods of distributing the information
5. **Implement and scale:** Execute on communication plan and scale for various cohorts in and ongoing manner

ROADMAP

2022 Q1	2022 Q2	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4

ACTIVITIES

- Diversify Delivery Methods
- Establish New Guidelines
- Launch Communications Plan

Establish and Communicate New Leadership Expectations

1. Set Objective of New Leadership Programs
2. Establish Program Governance
3. Define New Leadership Development Requirements
4. Create Communication Plan for Leadership Development Programs
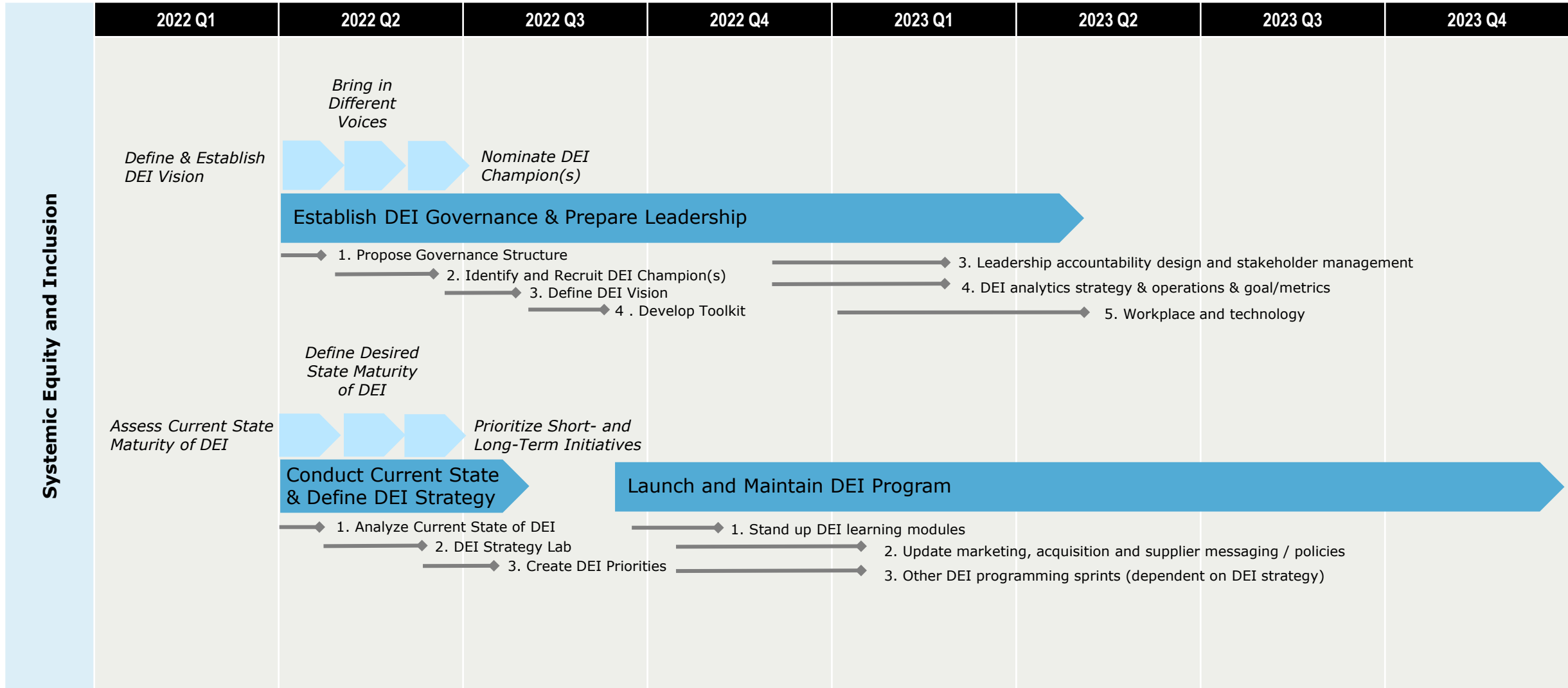5. Implement and Scale

* Definitions of recommendations included under this initiative can be found on page 3

Systemic Equity & Inclusion

Systemic Equity & Inclusion

The following initiatives have dependencies on each other, which will be important to coordinate and manage throughout the year

Systemic Equity and Inclusion

| 2022 Q1 | 2022 Q2 | 2022 Q3 | 2022 Q4 | 2023 Q1 | 2023 Q2 | 2023 Q3 | 2023 Q4 |

Define & Establish DEI Vision

Bring in Different Voices

Nominate DEI Champion(s)

Establish DEI Governance & Prepare Leadership

1. Propose Governance Structure
2. Identify and Recruit DEI Champion(s)
3. Define DEI Vision
4 . Develop Toolkit
3. Leadership accountability design and stakeholder management
4. DEI analytics strategy & operations & goal/metrics
5. Workplace and technology

Define Desired State Maturity of DEI

Assess Current State Maturity of DEI

Prioritize Short- and Long-Term Initiatives

Conduct Current State & Define DEI Strategy

Launch and Maintain DEI Program

1. Analyze Current State of DEI
2. DEI Strategy Lab
3. Create DEI Priorities
1. Stand up DEI learning modules
2. Update marketing, acquisition and supplier messaging / policies
3. Other DEI programming sprints (dependent on DEI strategy)

Systemic Equity & Inclusion

Establish DEI Governance

Nominate DEI Champion(s), Bring in Different Voices, and Define & Establish a DEI Vision*

DESIRED OUTCOMES

- Awareness of LAFD's DEI strategy across all levels of organization
- Empowered accountability for DEI

CAPABILITIES REQUIRED

- Diversity, Equity, and Inclusion
- Program and Change Management
- Governance

DEPENDENCIES

- N/A

ESTIMATED INVESTMENT

$	Low	Medium	High
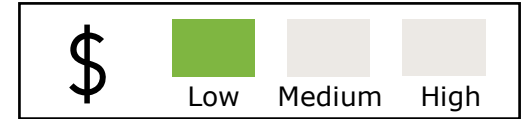
HIGH-LEVEL ACTIVITIES

1. **Propose governance structure:** Define roles and responsibilities of DEI team members to institutionalize and embed DEI across the organization

2. **Identify and recruit DEI champion(s):** Develop strategy to select DEI champions to serve as a sounding board and drive adoption of DEI across the organization from various levels and bureau

3. **Define DEI vision:** Design and facilitate a DEI visioning session with stakeholders to determine DEI short-term and long-term vision for DEI at LAFD

4. **Develop toolkit:** Create materials and talking points to equip champions with consistent messaging around DEI efforts, raising awareness throughout the organization

ROADMAP

	2022 Q1	2022 Q2	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4
ACTIVITIES	*Define & Establish DEI Vision*	*Bring in Different Voices* / Establish DEI Governance	*Nominate DEI Champion(s)*					

1. Propose Governance Structure
2. Identify and Recruit DEI Champion(s)
3. Define DEI Vision
4. Develop Toolkit

* Definitions of recommendations included under this initiative can be found on page 3

Systemic Equity & Inclusion

Define DEI Strategy & Objectives

Define Desired State Maturity of DEI, and Prioritize Measurable Short- and Long-Term Initiatives to Achieve Desired State of Equity and Inclusion*
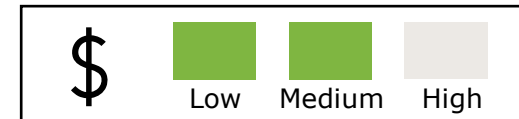
DESIRED OUTCOMES

- DEI strategy acceleration
- Tactical plan for implementation

CAPABILITIES REQUIRED

- Diversity, Equity, and Inclusion
- Design Thinking
- Change & Program Management

DEPENDENCIES

- N/A

ESTIMATED INVESTMENT

$ | Low | Medium | High

HIGH-LEVEL ACTIVITIES

1. **Analyze DEI programming and objectives:** Review quantitative and gather qualitative data from a holistic DEI lens for various areas such as race, ethnicity, nationality, gender identity and their experience of inclusion and belonging with LAFD to develop a report identifying any potential biases and opportunities for mitigation and standardizing practices

2. **DEI Strategy Lab**: Design and facilitate an interactive strategy session to discuss current state of DEI at LAFD and align on desired maturity across DEI; Define sustainable metric areas for organizational accountability

3. **Create DEI Priorities:** Based on current state and desired future state, identify top initiatives to address any gaps and move organization along the DEI spectrum

ROADMAP

	2022 Q1	2022 Q2	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4
ACTIVITIES	*Assess Current State Maturity of DEI*	*Define Desired State Maturity of DEI*	*Prioritize Short- and Long-Term Initiatives*					

Conduct Current State & Define DEI Strategy

1. Analyze Current State of DEI
2. DEI Strategy Lab
3. Create DEI Priorities

* Definitions of recommendations included under this initiative can be found on page 3

Talent Management

Talent Management

The following initiatives have dependencies on each other, which will be important to coordinate and manage throughout the year

	2022 Q1	2022 Q2	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4

Talent Management

Define High Potential Program

Define a clear process for performance management

Launch succession planning Program)

Design, Build, and Launch Performance and Development Program

1. Determine Talent Philosophy
2. Research Best Practices
3. Facilitate Design Workshop
4 . Create Strategy
5. Create Implementation Roadmap
6. Change Management

Evaluate Rotational Programs

Improve Career Management & Mobility

1. Define Career Paths
2. Determine Directionality of All Roles
3. Define Roles and Tools Necessary

Talent Management

Design, Build, and Launch Performance Management (PM) & Development Program
Define a Clear Process for Performance Management Utilizing 360° Feedback, Define High Potential Program, and Launch Succession Planning Program*
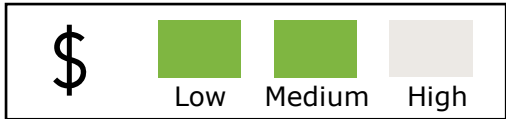
DESIRED OUTCOMES

- Objective talent differentiation
- PM & Talent Development Programs that are data driven and reduce biases

CAPABILITIES REQUIRED

- Diversity, Equity, and Inclusion
- Change Management
- Governance

DEPENDENCIES

- Centralizing of HR functions and operations

HIGH-LEVEL ACTIVITIES

1. **Determine talent philosophy:** Establish guiding principles for talent differentiation and talent management at LAFD

2. **Research and benchmark best practices:** Understand current trends to inform design decisions for performance management and talent development

3. **Facilitate design workshop:** Make design decisions around tools, processes, and technology aligned with talent philosophy with key stakeholders

4. **Create strategy:** Based on design decisions and benchmark, create performance management and talent development strategy for LAFD

5. **Create implementation roadmap:** Develop initial implementation roadmap, sequencing, sourcing priorities and identifying required resources

6. **Change management:** Create change management and communication strategy for roll out of new performance management and talent development programs to increase adoption

ROADMAP

	2022 Q1	2022 Q2	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4
ACTIVITIES						Define High Potential Program		
				Define a clear process for performance management		Launch succession planning Program)		
				Design, Build, and Launch Performance and Development Program				
				1. Determine Talent Philosophy				
				2. Research Best Practices				
				3. Facilitate Design Workshop				
				4 . Create Strategy				
				5. Create Implementation Roadmap				
				6. Change Management				

Talent Management
Improve Career Management and Mobility

$ | Low | Medium | High

DESIRED OUTCOMES

- Clear understanding of career paths across the organization
- Increase in objectivity of performance management and talent development programs

HIGH-LEVEL ACTIVITIES

1. **Define career paths:** Establish career progression tracks for every level and role across the organization for both sworn and civilian

2. **Determine directionality of all roles:** Assess the types of roles that are available as employees move up tiers in the organization and differentiating competencies across levels

3. **Define roles and tools necessary:** Identify methods for employees to develop skills, knowledge, and abilities across levels

CAPABILITIES REQUIRED

- Learning and Development

DEPENDENCIES

- N/A

ROADMAP

ACTIVITIES	2022 Q1	2022 Q2	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4
			Evaluate Rotational Programs					
			Improve Career Management & Mobility					
			1. Define Career Paths					
			2. Determine Directionality of All Roles					
			3. Define Roles and Tools Necessary					

Appendix

Leadership Development Case Studies

Soft Skills & Team Development at Health Organization

Organization Details

- Integrated managed care organization based in California

- 175,000 employees

- 40+ hospitals and 600+ medical offices

Overview

This organization piloted and launched a **leadership development program to address soft skills training and team development**, while also providing coaching opportunities to accelerate hard skills training. The client wanted to bridge its leadership gap with the belief that they could improve the health care industry through equipping and empowering their leaders

Approach

- **People**: Developed an approach to address a variety of learners and opportunities to **personalize their experience** for maximum impact

- **Process**: Designed a **leadership program** and created a structure around Leadership Development. The detailed nine-month program included **in-person modules** to facilitate the transition from "Physician Leader" to "Enterprise Leader" in ability and mindset

- **Leadership Buy-In**: Collaborated with top-ranking executive education program to **leverage leading practices** and facilitate an impactful, sustainable, and engaging leadership program

- **Logistics & technology:** Gathered **real-time feedback** and iterated the program based on learning and experience. Launched **capability assessment** through a digital tool, executed **1:1 coaching**, and focused development planning

Impact

- **Enterprise leader mindset:** Increased self-awareness and maturity of leaders; cultivated an enterprise leader mindset

- **Improved patient experience of care:** Improved quality, satisfaction and the work life of health care providers, clinicians and staff

- **Mobilization of an adaptive organization:** Prepared participants to lead the transformation from the front and mobilize an adaptive and resilient organization

- **Peer community of leaders:** Built to provide continual support and learning

Executive & Emerging Leadership Academy at Seattle Fire Department

Overview

Upon his appointment as Chief of the Seattle Fire Department, Chief Harold Scoggins established leadership development as a strategic priority for the Seattle Fire Department and partnered with University of Washington's Leadership Center, to create the **Executive Leadership Academy (ELA) for Captain level and above and civilian leaders in senior or executive positions**. The ELA plays an important role in focusing on the leadership development of the most senior leaders in King County Fire Services, and due to its success, another program was launched the **Emerging Leaders Academy for Firefighter at any level and civilian leaders at any position.** The overarching goal of both these programs is to develop the current and next generation of Fire Services leaders by creating a learning and development experience.

Approach

- **Participant selection:** Chosen by members of the board of advisors, leadership, and sponsors of program. **Readiness is assessed upon nomination and through an assessment**

- **Executive Leadership Academy:** A **2-year commitment involving workshops that occur every 4-8 weeks**. Participants take part in various activities where they hear from **guest speakers and program directors outside of fire services** to deepen understanding of leadership, 1:1 leadership coaching, immersive leadership, assessment and feedback reports, and team strategic projects. The **learning curriculum includes** 1) Authentic and inclusive leadership, 2) Leading adaptive / transformative change, 3) Fostering positive team dynamics, & 4) Strategic thinking leadership

- **Emerging Leaders Academy:** A **1-year commitment involving regular virtual workshops combining self-paced and peer learning** around topics like "how do you prepare to lead at your current level?" and "How do you build a culture that promotes everyone's voice and opinion?"

Impact

- **Effect on promotions:**
  Shortened length to promotion after attending programs

- **Launch of Emerging Leadership Academy:**
  Due to increase interest from emerging leaders

- **Launch of Quarterly Townhalls:**
  To share best practices from SFD for other Fire Service Departments in the nation

- **Higher levels of employee morale:**
  Due to transformative leadership

- **Inclusive leadership:**
  Increased capabilities across leaders at the organization

Building Inclusive Leadership Capabilities at Non-Profit Healthcare

Organization Details

- American academic medical center

- 80,000 employees

Overview

Through an annual talent survey, this company **identified a gap in their employees' experience of inclusion** and recognized the importance of **engaging all levels of the organization to create an inclusive environment**. The company needed to scale its existing inclusion engagement programs and develop new tools to empower each employee to be inclusive leaders and shift the culture

Approach

- **Six Traits of Inclusive Leadership:** Designed a **set of custom experiential sessions** using Deloitte's Six Traits of Inclusive Leadership framework to engage participants in interactive learning

- **Training Program:** Launched a **training program to certify select employees to facilitate** the experiential sessions across all departments and levels of the organization for 1,200 employees

- **Roadmap: 12-month engagement journey, tailored by role**, to enable employees to deepen their understanding of inclusive leadership and to cultivate cultural change

- **Toolkit and resources for reinforcement:** Designed **inclusion activities to be used in 1:1 interactions and team meetings** to facilitate learning and drive inclusive behaviors

Impact

- **Formed train-the-trainer model:** To build internal capability to facilitate inclusive leadership workshops across all departments

- **Established a model of repeatable, self-service engagement methods:** Methods were available on a learning system to enable employees to deepen their understanding of equity, inclusion and diversity

- **Created flexible, scalable inclusion:** Activities and materials became accessible to any employee to help drive cultural shift

Talent Management
Case Studies

Integrating Core Values into Talent Management

Organization Details

- American technology company, with operations in 13 countries

- Company known for technological innovation and mass scale with over 1.3M employees worldwide

Overview

This client **anchored its culture of work and employee behavior in the organization's core principles** that guides their interactions. These principles became woven into critical steps of the talent lifecycle and were embedded into the fiber of the organization. They also **served as assessment tools during the hiring process**, are reviewed during performance management, considered during promotion decisions, and help guide decisions around employee separations.

Approach

- **Interview and selection process**: All candidates are **evaluated based on leadership principles** necessary for the role and level. Hiring decisions are made through an assessment of interview responses

- **New hire onboarding**: Employees attend **new hire orientation** where all leadership principles are discussed as core to the organization and embodied by senior executives

- **Performance review:** Employees ask **multiple evaluators to identify their top three accomplishments** of the year. Feedback is gathered and helps identify their top three leadership "super-powers"

- **Leadership principles marketing:** Leadership principles are **incorporated into companywide events** and leadership messages

- **Promotions:** Employee "owns their career." Next level performance for promotion is **based on leveling guidelines and leadership principles**. Managers sponsor promotions and collect feedback from colleagues to validate that the employee is operating at the next level

Impact

- ➢ **Organization's Talent Philosophy:**

  "Our Leadership Principles aren't inspirational wall hangings. These Principles work hard, just like we do. We use them, everyday, whether we're discussing ideas for new projects, deciding on the best solution for a customer's problem, or interviewing candidates."

Reinvention of Performance Management at Professional Services Firm

Organization Details

- World's largest professional services firm

- Over 280,000 employees worldwide

- Offers consulting, audit, and tax services to Fortune 500 companies

Overview

Despite strong business performance, this organization had a culture of competitiveness and bias that frustrated practitioners and failed to emphasize development. The traditional approach was **not dynamic enough** to make changes and adjust performance throughout the year. Employees spent more time **fixing weakness rather than developing strengths,** thus not capitalizing team engagement. In addition, there was no holistic method of feedback in place and performance evaluations could be **only influenced by direct managers**, which benefited or hindered staff

Approach

- **More transparency:** Business leaders view **aggregated data from Performance Snapshots** and use it to identify who requires support and to drive promotion or compensation decisions

- **Coaching and timely feedback:** Employees have **a coach to guide and support** their professional development

- **Holistic evaluation:** Multiple Performance Snapshots collected throughout the year in **real-time** provide a **weighted score of performance**

- **Simplified rating scale:** Performance Snapshots require employees and managers to answer 4-5 questions regularly, to **monitor performance and engagement**

- **Objective review: Regular coach touch points** provide rich evaluation context for business leaders and staff

Impact

- **Employee tenure:**
  Increased from 2.2 years to 2.6 years across 3 years

- **Leadership survey scores:**
  12% increase with greatest improvement seen for communication skills

- **Technology practice engagement:**
  17% increase; 28% increase in immediate supervisor trust

- **Anecdotal feedback:**
  Company engagement survey revealed that ongoing conversations with leaders yielded better team communication

- **Candidate referrals:**
  12% increase saved the company $1M in sourcing fees the first year of the new process

Building a Coaching & Feedback Culture from the Ground Up

Organization Details

- Federal Citizenship and Immigration Service Provider

- 19,000+ employees in over 200 offices across the US

- Grants immigration and citizenship benefits; ensures integrity of the US immigration system

Overview

This company sought to transform the culture of performance at their organization **from prioritizing production to rewarding quality**. Main challenges experienced were consistent low levels of employee engagement and satisfaction, supervisors not being equipped to support performance management or to conduct coaching and feedback, ineffective application of performance standards, outdated and inefficient tools, processes and systems that undermined program efficacy, and employee morale

Approach

- **Current State:** Conducted an **assessment** that reviewed and analyzed performance management (PM) guidance documents, polices, and forms. Conducted a **deep dive analysis with a cross-section of staff** to develop a new PM strategy through identifying what roles leaders, managers, and employees should hold

- **Set of core principles:** Aimed at **building a new quality-focused PM model** including "employee centric", "development focused", "ongoing, real-time", and "simple"

- **Designed key pilot features:** Established an **implementation schedule**, and created an **evaluation plan** to measure pilot progress

- **Workshops & training:** Delivered **workshops and training sessions** covering pilot features, programs, and design elements to leadership team and change champions for adoption of new process

- **Engaged senior leaders:** Key stakeholders and leaders were **engaged throughout all phases of the project**, and sponsored communications

Impact

- **Redefined quality:**
  Doing this across the organization drove thinking about both employee and organizational performance

- **Established a foundation:**
  Helped shift away from numeric production metrics toward enhanced quality, expertise, and customer service

- **Fostered a vibrant, collaborative spirit:**
  Across pilot locations, enabled management cohorts to collaboratively develop coaching and feedback skills

- **Enhanced support of teamwork and collaboration:**
  20% increase; 15% increase in enhanced peer recognition

- **Client noted as a best place to work:**
  Ranking on bestplacestowork.org has steadily risen; currently in the top 100 best federal agencies to work for

Systemic Equity & Inclusion Case Studies

Building an Inclusive Strategy to Continue Leading in DEI Space

Organization Details

- American multinational technology conglomerate holding company

- 58,604 employees across locations worldwide

Overview

This company sought to continue being a leader in DEI. To do this, they **developed a deeper global inclusion strategy** that outlined a clear path beyond the current environment. They recognized the need to develop an inclusive experience **at each stage of the employee lifecycle** and sought to understand leading practices across various organizations.

Approach

- **Talent Inclusion Assessment**: Conducted a **current state assessment on DEI** using stakeholder interviews/focus groups, leveraging existing demographic and survey data and an analysis of talent programs and policies

- **DEI Strategy Lab**: Aligned stakeholders on the DEI current state, the future vision and the top inclusion priorities to **operationalize the full benefits of DEI as an organization**: **infrastructure, talent, culture, analytics, leadership, customer, community, and brand**

- **DEI Maturity Diagnostic**: Used current state assessment and benchmarking to develop a **detailed DEI maturity diagnostic report**

- **Roadmap for Implementation**: Developed and prioritized **2-year, DEI recommendations** to enable client to sustain momentum over time and build on its strengths

Impact

➢ **Comprehensive global inclusion strategy:** Enabled the organization to engage leadership and key stakeholders on the importance of, and business case for, inclusion

➢ **Clear roadmap:** Help drive towards the future state vision including key milestones, stakeholders, and dependencies

➢ **Measurable plan:** Provided the ability to track progress of the inclusion strategy and activities

Implementing DEI Strategy at a Leading Pediatric Research Hospital

Organization Details

- Pediatric treatment and research hospital

- Nonprofit medical corporation who has treated patients across more than 70 countries including the United States

Overview

This company **recognized DEI as a business imperative** and sought to understand current opportunities and barriers to DEI, as well as employee perceptions. Deloitte completed a DEI Current State Assessment that **accelerated a shared understanding of current landscape** across the organization's business units and functions and compiled an initial DEI strategy. To implement the efforts and roadmap, the client **established a DEI Department** and **hired a VP of DEI**, a direct report into the CEO, to oversee the department and the new DEI efforts.

Approach

- **Established Governance**: Created a **governance model** that defined how the new DEI Department would partner with other departments and stakeholders. An **advisory board, institution-wide council, and committee dedicated to DEI** were also established

- **Defined a Brand for DEI**: Designed and facilitated a **visioning session** to define a custom DEI brand and communications materials

- **Developed Inclusive Leaders**: Designed a **multi-model, holistic Unconscious Bias program** to help staff develop core DEI skills. Created the supporting learning experience and ongoing engagement plan

- **Communicated Progress**: Supported communications efforts to **share progress against DEI efforts** with institution leaders, faculty, and staff

- **Tracked Efforts**: Defined **key performance indicators (KPIs)** for DEI efforts across the institution and a framework to support ongoing analysis

Impact

- **DEI Department:** Activated the DEI strategy through staffing the DEI Department and tracked impact of DEI efforts over time

- **Institution-wide change with limited resources:** Enabled the DEI Department to leverage limited resources to impact institution-wide change around DEI by engaging a 75+ DEI advisory board, faculty committee, and council members

- **Raised awareness of DEI across all employees:** Through change management efforts, the new DEI Department communicated the DEI strategy and priorities to leaders and the organization

Operational Processes & Systems Case Studies

Optimizing Organizational structure to Maximize Workforce Experience

Organization Details

- Major airline in United States

- 54,000 employees

- 11 airports as operating bases

Overview

This company was faced with **workforce challenges including employees nearing retirement, contingent workers, a unionized environment, and a geographically dispersed team**. They needed to reorganize their HR organization to create an Employee Experience function to maintain their competitive talent advantage in the industry.

Approach

- **Designed the new HR operating model: Define the capabilities** within the new Employee Experience (EX) function and a future-state empowered HR organization

- **Developed governance:** Enable **adaptable work** when bureaucracy is limited, make **transparent decisions**, and **empower individuals**

- **Established personas and mindsets: Identify employee experience strengths and opportunities** while designing programs and processes to improve the experience

- **Enacted change:** By **building a comprehensive list of initiatives and programs** to address employee expectations

Impact

- **Clear focus:**
  To unite the team to the organization's purpose; the focused Employee Experience function, with clear role accountability, enabled the company to constantly adapt to a changing workforce. This kept their employee experience on par with the customer experience and helped retain their talent advantage as an employer of choice

- **Organizational structure:**
  To better harness the power of their people, the company has all their teams aligned to the company purpose, positively impacting their business objectives and customer experience

Rethinking How Work is Done at National Healthcare Provider

Organization Details

- Non-profit health care system operating multiple hospitals across seven states

- 120,000 employees

Overview

This company sought to rethink how work and administrative tasks were conducted within its staffing office as **attrition and burnout was increasing** for both the staffing office and their internal customers. They believed that **increased self-service and standardization would improve the workforce experience** and reduce the amount of operational and administrative work clinicians needed to complete.

Approach

- **People:** Defined work outcomes, changes needed for the organizational structure, and performance measures to **reduce duplicative work and build an empowered culture**

- **Process**: The working team defin**ed work aspiration with five corresponding work outcomes** to simplify ways of working. Deloitte supported the design of the future structure, roles, responsibilities, and governance model to allow a **reduction in administrative work and effective scalability**

- **Change Management plan:** Created for **seamless transition to future-state** and the creation of a culture of empowerment. The work aspiration and its corollary work outcomes were defined through **collaborative lab sessions with leaders** from the staffing and scheduling office

- **Technology:** Minimum viable product (MVP) was developed with corresponding metrics for **tracking success and impact** of newly designed work. To support technology integration and solution delivery, future technology solutions and a support model were defined

Impact

- **Leaders were aligned:** On the overarching work aspiration and corresponding work outcomes through two interactive and collaborative lab sessions

- **Five detailed workflows:** Including user journeys and technologies, created to introduce improved, automated processes that reduced administrative efforts

- **An automated dashboard:** Provided to track success without manual data entry. Metrics included average scheduling/staffing times, outreach costs, external agency charges, overtime, and employee engagement

- **An MVP technology solution to automate staffing/scheduling:** Quality assessment provided to the staffing office